

**TOPIC SHEET 2
LEADERSHIP****A. INTRODUCTION:**

This topic explains the traits and characteristics that help define leadership at the Chief Petty Officer level.

B. ENABLING OBJECTIVES:

- 2.1 **DISCUSS** the main leadership responsibilities of the Chief Petty Officer.
- 2.2 **DISCUSS** the leadership characteristics of an effective Chief Petty Officer.
- 2.3 **COUNSEL** a subordinate/evaluate the counseling session of a subordinate.

C. TOPIC PREPARATION:

- 1. Read: There are no materials to be read prior to this topic.
- 2. Complete: There are no assignments for completion prior to this topic.

D. REFERENCE: None**E. SUPPLEMENTAL READINGS:**

These readings are suggested as additional sources of information. Although not required, you are encouraged to review them to broaden your perspective of the lesson.

- 1. NAVEDTRA 12047, Military Requirements for Chief Petty Officer, Pensacola, FL, 1991.

F. INSTRUCTION SHEETS:

- 1. TS 2 Leadership
- 2. OS 2-1 Leadership

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OUTLINE SHEET 2-1 LEADERSHIP

A. Outline of Instruction

1. Introduction

In this topic, we will explore the traits and characteristics that help define leadership at the Chief Petty Officer level.

Leading Sailors and applying their skills to tasks that enable mission accomplishment for the U.S. Navy (Core Competency).

2. CPO Leadership Objectives

As a Chief Petty Officer, you have three main objectives:

- a. Develop subordinates into future leaders.
- b. Develop Division Officers.
- c. Use fellow Chief Petty Officer's experience and wisdom.

This is your challenge. You play a unique role in the command because of the qualifications for becoming a Chief and because of where you are in the organizational structure. The Chief is the senior management for enlisted personnel, the linchpin between officers and enlisted, and the hands-on technical expert.

“Ask the Chief” is something you have probably heard your entire Navy career. Soon you will be that Chief and there will be leadership challenges.

How will you inspire a mediocre Sailor to excel? How will you deal with your best technician who gets a DUI? How are you going to deal with orders when you don't agree with them?

3. Attributes of an effective CPO

Several years ago, the Navy did a study on what separated the average command from the superior command. When they did the study, they looked at lots of elements within a command and one of the areas they focused was the Chief's Mess. They found that Chiefs in superior commands demonstrated the following leadership behaviors.

- a. Promote success of the command as a whole.

Although they have a strong sense of ownership and take responsibility for their division, they are able to look beyond their own immediate job to help the entire command.

b. Actively lead the division

Chiefs lead by taking responsibility for their divisions. The type of relationship you establish with your subordinates will greatly impact the division's and ultimately the command's readiness. Certain leadership actions will help you as you lead your division.

1) Influence

This is a major part of a Chief Petty Officer's job.

2) Communicate

This is so important, we devoted a whole topic to this area. People perform better when they understand how what they do fits into the big picture.

3) Team Build

Superior commands have a sense of pride about themselves. A successful command, department, division does things to build a sense of common purpose.

c. Enforce Standards

Chiefs play a key role in the enforcement of standards. Because they are out and about, they are able to see for themselves whether job performance and military bearing meet the Navy's and the command's standards. When something is not up to standards, they can give feedback and act to correct it.

d. Support and Develop the Division Officers

Effective Chiefs understand the difficult role of the division officer and the problems that can arise in the relationship between Chief Petty Officers and division officers. Chiefs in superior commands are sensitive to this and support and develop the division officer. One way to do this is by suggesting to the division officer what should be done to solve problems. They also tactfully let the division officer know if they think he/she is charging off in the wrong direction. At the same time, even if you disagree with your division officer, you must not undercut him/her by saying so in public or allow the crew to criticize him/her.

e. Form a Tight-Knit Team with the Other Chiefs

No other military service has quite the same bond as that exhibited by the Chief Petty Officers. Use that bond to build trust and cooperative spirit to keep the command team moving forward. There is probably no better place to problem solve than the CPO's mess. Differences can be resolved and team decisions can be made in the privacy of the CPO's mess without any outward sign of conflict.

Even as a Chief, you won't have all the answers. Take advantages of all fellow CPO's experience when trying to solve problems and achieve the command's mission. As you benefit from the collective effort of the CPO's mess, you are also obligated to its efficiency and time honored reputation.

4. Self Image

We discussed the main object of a Chief Petty Officer as well as effective leadership behaviors that will enable you to accomplish the objectives.

One of the most important things that will help you move from being a First Class Petty Officer to a Chief Petty Officer is your self image as a leader and as a Chief Petty Officer.

Identify yourself as a Chief Petty Officer. Clearly define your role and responsibilities. See yourself as a leader and manager. Set the example for your subordinates. See yourself as someone who makes things happen!

5. Role Play

6. Discussion

7. Summary

Leadership is a skill you develop everyday. You must be pro-active and continually seek new/innovative ways to improve your effectiveness and increase your success to motivate and provide direction to your Sailors.

Wearing khaki: doesn't make you a leader. Its not what your wear...but who you are.

- Do you always set a proper example?
- Are you fair, honest and straight forward in your dealings?
- Do you consistently communicate up and down and support the chain of command?
- Do you identify and correct any type of deficiency?

A good leader must always think about these things and routinely reflect upon them...always with the intent of improving themselves in their role as a leader, Sailor, and citizen.